

MEMORANDUM FOR: Members, IRAG

Paragraph 3 of HN 1-70 assigns action on certain of the IG recommendations to the IRAG. Attached for your information is some background material on these recommendations.

Ed Proctor
Chairman

28 July 1967
(DATE)

FORM NO. 101 REPLACES FORM 10-101
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IRAG/IRS

Recommendation No. 6

IG Recommendation

The Deputy Director for Intelligence

- a. Direct the Chief, Collection Guidance Staff, to revise Form 986.
- b. Take measures to ensure that Form 986, as revised, is correctly and consistently used by all CIA writers of collection requirements.
- c. Issue a notice instructing analysts and their supervisors on the preparation of requirements.

DDI Recommendation

The Deputy Director for Intelligence charge the Chief, IRS, in collaboration with the IRAG, with reviewing Form 986, "Collection Requirement," revising it as necessary, and taking measures to ensure its correct and consistent use, including the issuance of an appropriate notice of instruction for supervisors and analysts.

Comment:

CIA collectors will participate in the IRAG consideration of this matter. Although a minor step, it is possible that some changes in the form will help. However, the problem is not the inadequacy of the present Form 986, but the fact that few persons along the line--from the analyst who writes the requirement, to the supervisor who reviews and endorses it, to the collection guidance officer who transmits it to the collector--have felt compelled to meet the validation criteria conscientiously.

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Recommendation No. 7

IG Recommendation

The Deputy Director for Intelligence direct the Chief of the Collection Guidance Staff to develop, in collaboration with requirements officers of the Clandestine Services and the Domestic Contact Service, a means whereby the levying of new requirements upon CIA collectors by CIA analysts is preceded by an inquiry as to the feasibility of satisfying such a requirement with current assets, to the end that formal ad hoc requirements be limited to those of immediate practical value as collection guidance.

DDI Recommendation

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Comment:

CIA collectors will participate in the IRAG considerations of this matter. This recommendation concerns one of the details that will need attention as the Agency moves to incorporate the ideas of the IG Report into its operating procedures. This recommendation is of a piece with Recommendation No. 6 and the restatement is meant to give the two a common action base. The only substantive change in restating the recommendation is that the focus has been shifted to the general area of analyst-collector communications, and not limited, as in the original recommendation, to "the levying of new requirements upon CIA collectors by CIA analysts."

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Recommendation Nos. 10, 11, and 12

IG Recommendation

No. 10

The Deputy Director for Intelligence, in coordination with the Deputy Director for Science and Technology, issue a notice explaining the status and use of the CIRL.

No. 11

The Deputy Director for Intelligence, in coordination with the Deputy Director for Science and Technology, direct the preparation for each issue of the CIRL of a preface identifying the most important needs listed therein.

No. 12

The Deputy Director for Intelligence direct the Director of Current Intelligence to assume responsibility for the regular production of background statements for the CIRL.

There was considerable difference in the comments on these recommendations from the three Directorates.

DDS&T Comments:

It is difficult for this Directorate to understand the rationale of the IG Report with regard to CIRL. Whereas the report identifies CIRL as "the most useful single method of collection guidance produced in the community" it would appear to be, on the contrary, one of the principal contributing factors in the "information explosion". While CIRL might be quite useful in the political field, we believe that it has been singularly unproductive in stimulating the collection of information in the scientific and technological fields of interest to this Directorate.

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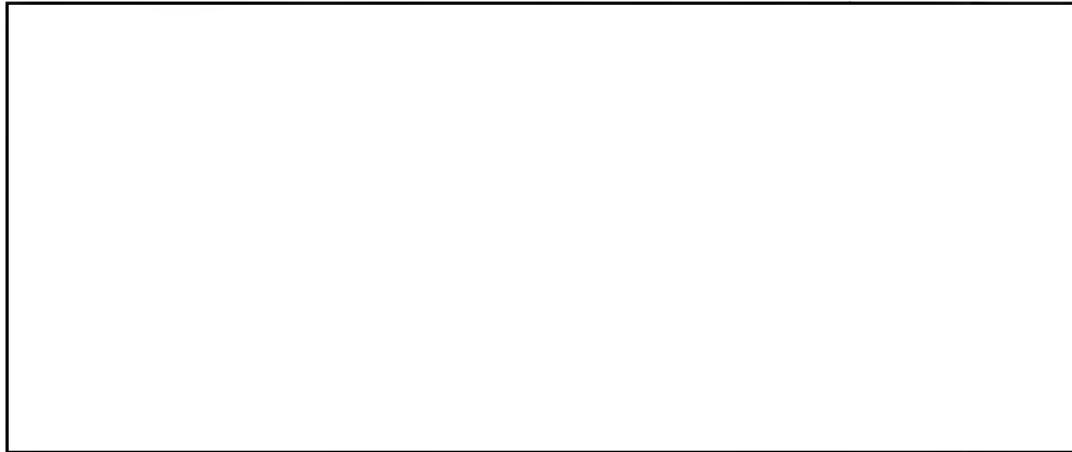
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DDP Comments:

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DDI Recommendation

The Deputy Director for Intelligence and the Deputy Director for Science and Technology direct the Chief, IRS, in collaboration with the IRAG, take the following measures to improve the Current Intelligence Reporting List (CIRL):

1. Prepare and issue to recipients of the CIRL a notice explaining its purpose and use.
2. Initiate on a trial basis the preparation of a preface to each CIRL that would identify the most important needs listed in that issue. Some arrangement like the following could be considered: each contributing office would nominate several questions from their total list as ones of particular current interest; after all lists had been submitted, an informal meeting of representatives from each office would be convened under IRS auspices to make the final selection of questions for the preface. If the selection process proved satisfactory and the results useful, the preparation of a preface could be instituted as a regular feature of the CIRL.

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3. Require that brief introductory comments are prepared as necessary to clarify and give proper context to questions submitted for the CIRL.

DDI Comments:

Para 1: The action called for in this restatement of Recommendation No. 10 is viewed as one part of the total effort being undertaken to improve understanding of the collection guidance program on the Agency. By itself, it would have little effect.

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Para 3: The original statement of Recommendation No. 12 has two defects: it does not define "background statement" and it limits action to only one of the contributing offices. The terms used in the text to talk about background statements ("presentations of the intelligence base" and Washington's "viewpoint on field situations") indicate that the authors have in mind something far more comprehensive than we believe is desirable, necessary, or practicable. We believe the purpose will be served if pains are taken to see that questions requiring some explanation or background to be understood are accompanied by brief introductory comments. OCI is an important office for this aspect of the CIRL but it is by no means the only one.

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Recommendation No. 13

IG Recommendation

The Deputy Director for Intelligence, in coordination with the Deputy Director for Science and Technology, direct the preparation and implementation of a program for the production and periodic revision of comprehensive guides on selected intelligence subjects.

Comments:

All three Directorates had problems with the scope of the recommendation as implied in the underlined portion above. There was a general feeling that a large program could absorb a tremendous amount of time needlessly. In essence, the consensus was that the guides should be prepared only on a very selected basis and when the need was very clear. The DDP recommended that the selection of the subjects and the planning of specific guides be coordinated with the collection organizations for which the guides are intended. This addition is intended to support the views expressed in the IG Report that guides "must be oriented towards the collector and written in terms of possible collection actions." The Senior Executives Group is recommending that the IRAG work out some guidelines on this subject.

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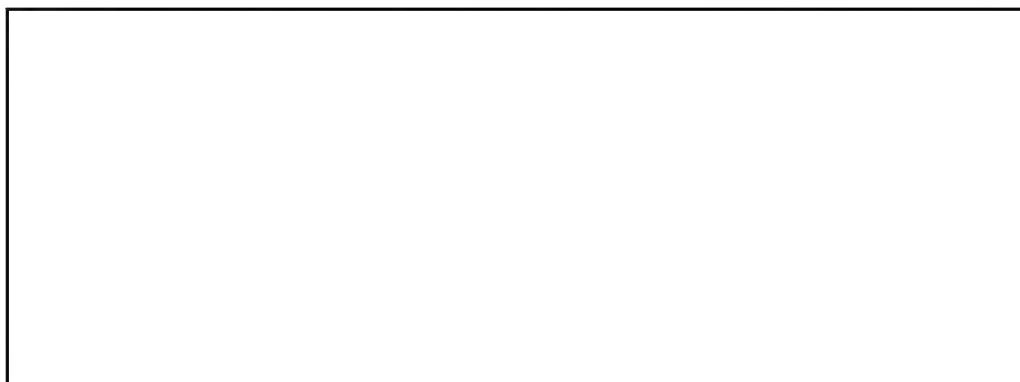
Recommendation Nos. 24 and 25

IG Recommendation

No. 24

The Deputy Director for Intelligence and the Deputy Director for Science and Technology instruct the chief of each substantive division to assume these responsibilities:

a. He should validate all requirements coming from his division, certifying that the information is needed to fill a gap in the national intelligence, is not already available, and is not likely to be collected by a mechanism other than the one to which the requirement is addressed.



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c. He should be prepared to certify that the analytical resources of his division are sufficient to deal with the foreseeable answers to all questions being asked by it at any one time and to produce useful finished intelligence therefrom.

d. He should ensure that informal requirements and evaluation requests are recorded as soon as possible for purposes of managerial control.

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- e. He should review all requirements issued by the division at least twice a year to ensure that they are up to date, that they concentrate on the most important gaps in the division's information, and that they are receiving attention in accordance with the relative priorities among the various subjects within the division's competence.
- f. He should ensure that analysts are fully informed about all elements of the collection requirements system, how they relate to one another, and how they are related to the division's work.

No. 25

The Deputy Director for Intelligence and the Deputy Director for Science and Technology instruct the director of each substantive office to assume these responsibilities:

- a. He should keep himself generally aware of all the requirements levied by his office, as to type, quantity, appropriateness to the various collection mechanisms, and expected effects upon the workloads and production schedules of his office.
- b. He should set priorities among the gaps in information which most affect the work of his office and discuss these priorities with representatives of the various collection mechanisms.
- c. He should keep sufficient watch on the requirements of his office, as expressed either by his divisions or by USIB committees, to be able to assure himself and higher authority that his most important gaps have been clearly identified and expressed in practical terms to the collectors. Among other things this means assuring himself that methods appropriate to his office have been devised for screening out the trivial, the impractical, and the inappropriate.

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- d. He should compile, not less often than twice a year, an extremely brief list of the most important gaps so identified, and arranged in order of their importance to his office. This list could serve the double purpose of keeping top management systematically informed and of forcing the chain of command below it to give hard thought to hard subjects now often sloughed off onto committees and into catch-all catalogues.
- e. He should use the knowledge of gaps thus acquired to develop the ability of his office to cooperate with the collectors in the fields of collection guidance and operational support, as distinct from the mere listing of requirements or gaps. This would especially mean encouraging subordinates to propose practical suggestions for acquiring the information desired.

DDI Recommendation

The Deputy Director for Intelligence and the Deputy Director for Science and Technology charge the Chief, IRS, in collaboration with the IRAG, with devising and implementing practical measures to assist the directors of the substantive offices and their division chiefs in carrying out their responsibilities for control, validation, and recording of all requirements; for communication on needs with collectors and the IRS; and for periodic audit of office and division performance in the field of collection requirements.

Comment:

Recommendations No. 24 and No. 25 are essentially the same and should be combined. Each charges a different management echelon in the DDI and the DDS&T--division chief and office chief--with the need to translate their responsibilities for management of the collection requirements needs of their components into action.

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The problem with the two recommendations is that they are unduly specific in the absence of any machinery to make the actions called for work. For example, telling a division chief that he must validate all requirements coming from his division without considering what needs to be done to help him do this invites a pro forma response that has no effect on the problem.

The restatement is intended to set the stage for a methodical attack on the problems of management raised by the two original recommendations. It is an old axiom that an organization does well only those things the boss checks. There is no system now in being that enables the division chief or the office chief to check systematically the performance of his component in the field of collection requirements. Just "making people responsible, dammit" is not going to solve the problem.

Working together the IRS and the IRAG can devise those measures and procedures that enable the managers to check the performance of their units, perform the reviews at the times and in the detail necessary, and still meet their other responsibilities.

This is not a program that can be completed overnight. Like the other activities called into being by the IG Report, it will take time and concentration to make the managers more aware of their responsibilities in this area and more inclined to meet these responsibilities head on. The recommendation as restated represents a practical way to start moving in the right direction.

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